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MEMORANDUM FOR: Director of Training

SUBJECT : Comments on the Thirtieth Advanced Management Program
Given by the Harvard Business School for the period
12 September to 7 December 1956

1. There were 157 men registered for the thirtieth session of the Advanced Management Program. They came from both large and small companies, as well as from distributors and manufacturers handling a variety of products and services. Included were thirteen members of the military and three civilian government officials (one Navy Department, Washington, D.C.; one Tinker Air Force Base, Oklahoma City, Oklahoma; one CIA) as were twenty-two representatives of other countries. In an atmosphere free of the exigencies of the business world and other distractions, the group spent thirteen weeks living, studying and working together. With the graduation of this group, more than 3,000 men have gone through the program.

2. Objectives

The objectives of the course were:

a. To give men who have become proficient in their work an opportunity of lifting their sights to encompass business as a whole.

b. To aim at imparting a better understanding of human relations.

c. To emphasize the company's responsibility to the public, to its employees, and to the Government.

d. To acquire a close acquaintance, from intimate associations, with men in the upper echelons of a wide-range of industries.

3. Method of Instruction

The instructors besides having an outstanding educational background have had extensive experience and are keeping abreast of current trends through engaging in consulting work for varied and important enterprises. "Case Method" instruction is predominantly used by the school. Actual business problems that have taken place in specific business have been selected for study and discussion. Many of the cases used are old and out of date. Most of them are quite lengthy and require entirely too much reading time. It is practically impossible to read and absorb all of the case material and the reference material assigned. The case material could be greatly reduced by the elimination of redundancy and minutia which have no bearing on the solution of the problem. This

matter was discussed with Assistant Deans Bishop and Gormley, who stated that they had had a number of complaints re the amount of reading matter required, and they were planning a review of the case material. A commitment was made to print some of the cases in larger print for the next class.

The group of 157 were divided approximately in half, forming two sections for classroom discussions. In addition, the group was further divided into twenty-two smaller groups ranging from five to nine men. These smaller groups were called "Can Groups." According to the plan of study, the cases were to be read and studied and then discussed in Can Group meetings prior to attending class. These small group discussions proved to be very beneficial, I believe more so than the large class discussions, because leadership of the Can Group discussion was rotated and each member was given specific assignments on a rotation basis.

In addition to the regular classes held daily, six days a week from 8:45 a.m. to 12:45 p.m., there were seminars for extra-curricular discussion of particular subjects.

4. Subjects Covered in the Program

Business Policy

Included such items relating to a business concern as: capital structure, markets, competition, general economics, production, merchandising, organization and top management.

Business and the American Society

Encompassed some phases of economics, law, social science, and government as relate to business and industry as well as ethics and standards of business operations.

Administrative Practices

Covered many of the aspects of "Human Relations." The cases brought out various techniques used in solving problems between supervisors and employees. The problems discussed generally arose from lack of proper organization, behavior of individuals and/or lack of proper communication between executives, supervisors and employees.

Cost and Financial Administration

Comprised such parts of accounting and financial control as: analysis of financial statements, securities evaluation, inventory control, capital expenditures, depreciation, flow of capital through a business, etc.

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Marketing Administration

Embraced the following elements of marketing: merchandising, pricing, branding, channels, selling, advertising, product promotion, packaging, display, servicing, handling and fact finding, and analysis control of various markets.

Problems in Labor Relations

Traced the history and organization of labor unions from the very beginning up to the present time; study of labor laws and procedures involved in negotiating, launching, and administering trade union agreements, such as, General Motors, Ford and Steel, and present trends in labor union field, i.e., organizing professional groups, white collar workers and government employees, and the four-day week.

The labor relations class was different from the other classes in that twenty-two labor union representatives representing both domestic and foreign unions were in attendance.

As can be seen from the list of subjects and the items under each subject, the entire program is constructed and oriented for the business executive engaged in the commercial and industrial fields of the business world. Governmental relationships with business were only touched upon very lightly in a general way on such subjects as taxation, tariffs, patents, governmental control of inflation, recessions and depressions. The general thought and feeling was less governmental control and interference with business activities.

Business Policy, Marketing Administration, and Problems in Labor Relations give the Government Executive very little that he can take back and apply in the execution of his government functions. It is my opinion that the Government Executive obtains more useful knowledge from the subjects: Business and the American Society, Administrative Practices, and Cost and Financial Administration.

5. Security

It will be noted above that there were 157 men attending the Thirtieth Advanced Management Program coming from twenty-seven states, Washington, D.C., Hawaii, and eleven foreign countries. In addition, there were twenty-two labor union representatives attending the Labor Relations classes and some social functions. These labor men were sent by their respective domestic and foreign labor unions.

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[Redacted]

6. At the beginning of the class, each member is furnished with a list of all members giving their position titles and the companies or government agencies they represent. In addition, each member is given a sheet with the photograph of each member, and under each photograph is the member's position title and company or government agency.

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7. During the latter part of the course, I had very interesting talks with Assistant Dean, Harvey Bishop, Director, Advanced Management Program, and Assistant Dean, William P. Gormley, Jr., who is succeeding Assistant Dean Bishop as Director of the Program. Mr. Bishop, due to the status of his health, is transferring to a less arduous assignment as Director of Case Distribution.

Mr. Bishop reviewed the list of CIA participants and stated that some seemed more interested and participated more than others, but on the whole, he thought they were a fine group of men.

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8. I personally feel that I have greatly benefited from having participated in the program and would like to take this means of expressing my appreciation for the opportunity afforded me to gain this additional knowledge and experience as a part of the training and career program of the Agency. I recommend that the Agency continue to participate in the Advanced Management Program of the Harvard Business School.

E. R. SAUNDERS
Comptroller